



STICHTING
RANCHO

Conservando historia y
cultura di Rancho



2022-2026

STRATEGIC CAPACITY BUILDING PLAN

RE-BUILDING A COMMUNITY AROUND CULTURE
RANCHO, THE HEART OF ORANJESTAD

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**Rancho Foundation**

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cul·ture | : The distinctive features of a society or social group that encompasses—in addition to arts and literature— lifestyles, ways of living together, value systems, heritage, traditions and beliefs. (Adapted from UNESCO)

Aerial view of Rancho neighborhood

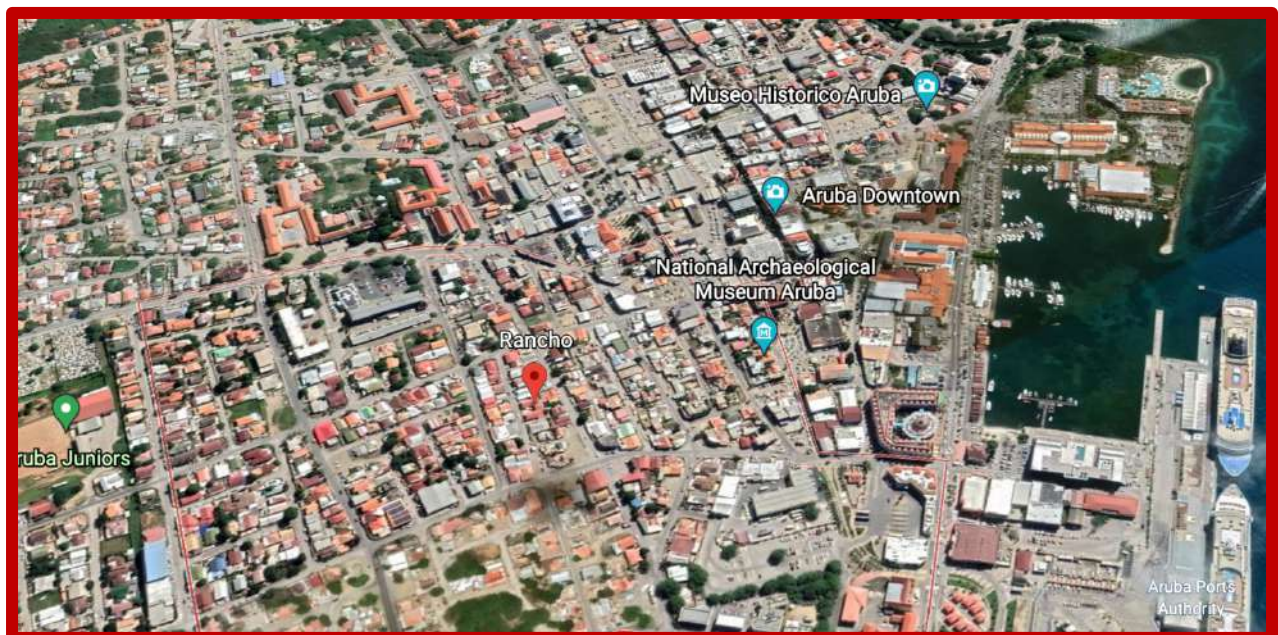


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1. Introduction

1.1 Background

Rancho first inhabitants were Native Americans (also known as Indjan) who lived modestly with houses built from braided maize branches and clay. Native Americans resided at Rancho because of its close location to the harbor and fishing became the primary source of income for the people next to agriculture, which evolved the neighborhood to be known as a fisher town.

However, in the 20th century Rancho experienced a rapid economic growth when businesses started to establish in Oranjestad, and traders came to the harbor to sell their goods. Residents started to build houses of stones, roads were paved, and new job opportunities were created. People from all over the world (e.g. Venezuela, Colombia, China, Portugal among others) started to come to Aruba and reside in Rancho contributing to the diversity that exists to this day in the neighborhood. However, economic development also brought fewer desirable aspects, which affected the neighborhood to this day.

The business trade brought the selling of illegal merchandise, such as alcohol and drugs, which were traded on sea and later brought to Rancho to sell to the residents. Rancho became a hub of alcohol and drugs,, which also became a place where substance abusers started to live (in the 80s). In addition, the fishing business disappeared as the neighborhood's infrastructure changed and people started to pursue different careers. After the economic boom Rancho started to gradually decline.

Based on Centrale Bureau Statistics (CBS) data from 2018 Socotoro/Rancho has about 2,075 people living in the neighborhood, from which 1,121 are women (54 percent) and 954 are men (46 percent). Majority of the people living in Rancho are between the age of 50 and 70 (34.4 percent), which majority are women.

In addition, 52.6 percent of the population are foreign-born. Anecdotal conversations indicate that the immigrant residents are from other Caribbean islands (e.g. Haiti) and Latin American countries (Venezuela and Colombia). This also indicates that Rancho is a very diverse neighborhood consisting of people from different cultural backgrounds.

However, Rancho is also a neighborhood that is affected by unemployment and poverty. In the 2010¹ Aruba Census 13.2 to 14.2 percent of the neighborhood are unemployed, which is one of the highest unemployment rates in Oranjestad-West. The potential reasons for this are drug addiction, drug dealing, culture, criminal records, people dealing with social problems, schools not equipping children with the necessary skills for the labor market, and a competitive labor market.

Many children from Rancho attend schools that are considered as special education (known as E.P.B.). Many of these children attending these schools have problem learning and are affected by social problems occurring in their household.

With the socio-economic development of Rancho in mind and the increasing mobility of immigrants, and families reallocating to other neighborhoods, the culture dynamism of Rancho is shifting.

¹ At the time of the compilation of this report, census 2020 of Rancho has not been released as yet.

Therefore, Stichting Rancho (referred in this report as Rancho Foundation) is pursuing a vision in which the foundation serves as a cultural agent for positive development and social transformation in Oranjestad, and specifically Rancho as the heart of Oranjestad.

Rancho Foundation with funds of Samenwerkende Fondsen Cariben and technical assistance by Cornerstone Economics, developed a capacity building plan for Rancho Foundation to strengthen and equip the organization to achieve its desired impact: *“to protect the cultural heritage of the heart of Oranjestad – Rancho”*.

To do so, a Strategic Capacity Building Plan is developed. This plan is based on a synthesis of information gathered from Rancho’s Foundation management’s vision and aspirations, from volunteers and Rancho’s residents. The plan seeks to highlight the pillars on which Foundation Rancho will be focusing on in the upcoming 5 years and the needed capacity building actions required to support the strategic priorities.

1.2 About Rancho Foundation

Rancho Foundation is a grassroots initiative that was born in 2010 by active residents of Rancho. This group of residents aimed to proactively organize activities that will contribute to the positive change and development of Rancho. Rancho Foundation was established officially on April 20, 2010. The foundation’s efforts are focused on the cultural heritage of the Rancho neighborhood for improvement in different aspects.

Since its establishment, the foundation has been operating at minimal capacity with only 1 full-time project coordinator that relies completely on the support of volunteers. The latter has hampered the organization to scale its impact. Therefore, building organizational capacity has been identified as an important strategic component to be addressed in the upcoming 5 years.

1.2.1 Mission and vision

Vision:

Rancho – the heart of Oranjestad - is a world-wide recognized community that values its cultural heritage and turns these into positive sustainable social and economic development for its residents and visitors.

“Rancho – e curason di Oranjestad - ta un comunidad reconoci mundialmente cu ta balora y proteha su herencia cultural y cu perspectiva social cultural economico positivo y sostenibel”

Mission:

To safeguard Rancho’s cultural heritage by cultivating a favorable enriched environment where Rancho’s cultural heritage is well-preserved, its potential is fully unleashed, traditions, businesses, arts, and practices that construct Rancho’s social and economic fabric are sustained.

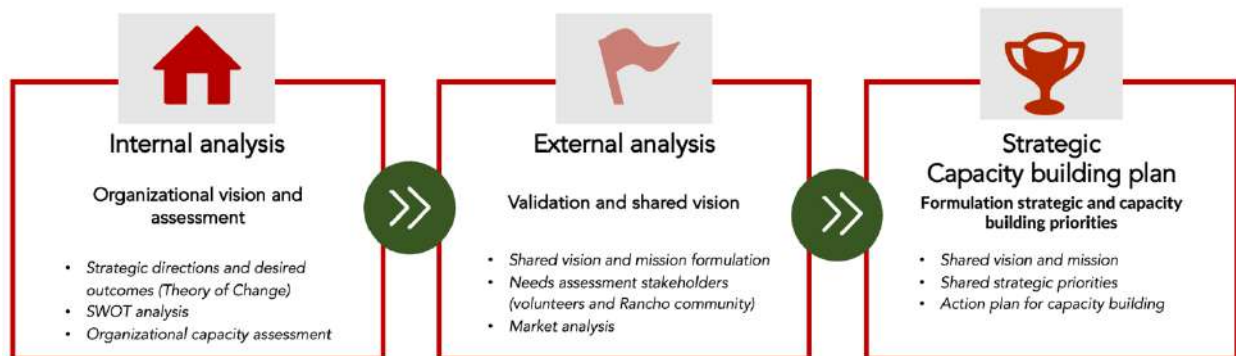
“Pa salvaguardia Rancho su herencia cultural dor di cultiva un ambiente faborabel cu su potencial no limita pa medio di arte, comercio, ofishi, educacion, cu ta e fundeshi pa su desaroyo social-economico sostenibel”



Fundacion Rancho proposed "Miniature local boats" ("Boto Miniatura Crioyo") as an intangible cultural heritage according to the criterias of UNESCO

1.3 Plan of approach

This strategic capacity building plan is the result of a strategic process that continued starting the end of September 2021 and concluded December 2021. The process includes the following phases:



1. Internal analysis:

Includes an inventory of resources, available competencies, and formulation of a SWOT analysis together with Rancho Foundation. A problem tree has been defined that is aligned with the overall impact and goal that the organization wants to achieve translated in long-term strategic planning, which defines where the organization hopes to be in the future. This forms the basis to determine what training, infrastructure, program support and systems (TIPS) is needed in Rancho Foundation to achieve its goals in the upcoming 5 years. In addition, it includes an assessment of the organization capabilities aligned with initial formulated goals and priorities. The latter has been done through a skill audit that included a self-assessment of management and staff in different competencies, such as:

- (1) governance and leadership
- (2) people
- (3) financial
- (4) operations
- (5) digital
- (6) marketing
- (7) fundraising

In addition, the curriculum vitae of staff and management has been analyzed to identify potential gaps in relation to the above competencies.

2. External analysis:

The external analysis consisted of two key stakeholders' sessions, which were identified as the volunteers and the residents (or community) of Rancho. The stakeholders' participation serves to validate and adjust where appropriate the initial formulated outcomes, assess whether the needs of the volunteers and community of Rancho are aligned with the strategic priorities and identify capacity gaps in both groups. The focus groups were kept at maximum 12 participants each; 11² participated as volunteers, who were randomly selected by Rancho Foundation, and 8 residents participated in the community session.

² Profile volunteers: between 14 to 70 years old.

Based on the volunteers' feedback, a Volunteer Experience Journey was drafted inspired on the AFS³ Intercultural Programs volunteer toolkit. In addition, the external analysis also concluded in a concise market scan of Rancho.

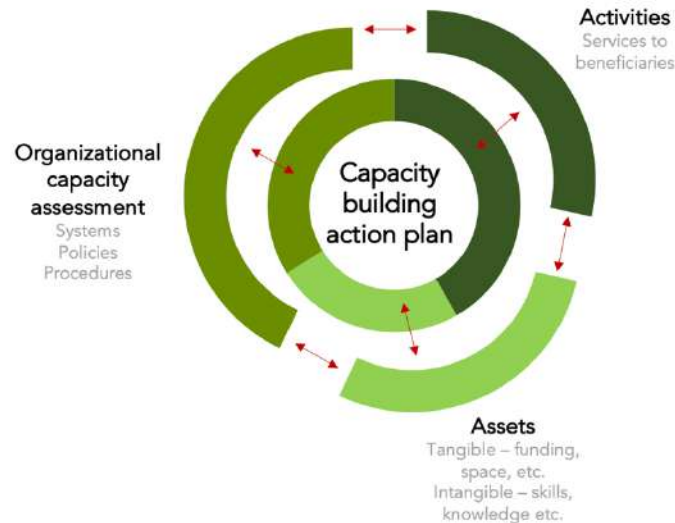
3. Formulation of the capacity building framework plan:

With the desired outcomes and priorities from the perspective of Rancho Foundation's management (in phase 1), a needs assessment from volunteers, the Rancho community with a shared vision and mission (in phase 2), the strategic priorities were adjusted and aligned, which led to this capacity building action plan.

1.4 Components of capacity building

The component of capacity building elaborated throughout this plan consists of the following elements with the aim to support the five pillars of focus for 2022-2026.

Figure 1: Capacity building elements



The capacity building focuses on the following sub-components, which is referred throughout this report as TIPS:

1. Training
2. Infrastructure
3. Program support
4. Systems

³ AFS Intercultural Programs is an international, voluntary, non-governmental, non-profit organization that provides intercultural learning opportunities to help people develop the knowledge, skills and understanding needed to create a more just and peaceful world. Volunteer Toolkit was produced by staff and volunteers from around the AFS network. It is based on years of experience of partners from all around the world developing tools and procedures to create a strong infrastructure for volunteers (<https://toolkit.afs.org/#afs-nav-what-will-i-find-in-the-toolkit>).

2. Strategic themes, aspirations, and priorities

2.1 Desired strategic outcomes and Theory of Change

Staff and management of Rancho Foundation formulated their desired impact and outcome as an organization as follows:

Stichting Rancho's overall mission and impact is for Rancho's cultural properties to be protected and valued both by neighborhood residents, visitors, and Aruba in general. Rancho's cultural assets are underrecognized and insufficiently supported by its own residents, visitors, and Aruba in general.

In the last 10 years, Rancho Foundation has attained insights of the neighborhood. The following aspects might be constrictive factors for the foundation's desired impact:

1. Poverty and the ability to meet basic needs by residents of Rancho
2. Access to cultural and heritage related education by residents of Rancho
3. Lack of sharing of cultural heritage from generation to generation
4. The deficiency of intangible cultural heritage such as norms and values
5. Insufficient Interest and support from government officials for cultural policy

1. Poverty and the ability to meet basic needs by residents of Rancho

According to a study on Aruba's Multidimensional Poverty⁴ in 2010, Rancho/Madiki's multidimensionally poor is estimated to be 18.8 percent. Oranjestad (east and west) together consists of 28 percent of the multidimensionally poor, which is the highest of all the districts in Aruba.

Experience of the last 10 years by Rancho Foundation indicate that residents have not embraced the 'hardworking' culture that used to be the fountain and engine of the neighborhood throughout its history. Characterized by trade, agriculture, fishery, and logistics the neighborhood of Rancho was considered prosperous. However, with tourism development, the expansion of new districts, outflow of original wealthy and stable Rancho residents to other districts, increase of new immigrants and lack of attention to the neighborhood by government officials, the new inflow of Rancho residents unfortunately have not significantly retained the hardworking and self-sustainable culture that Rancho used to represent.

Rancho Foundation's desired impact in the neighborhood is to protect the cultural heritage and values of Rancho that in turn would benefit its residents, visitors, and Aruba in general. However, to achieve this cultural awareness, the foundation is aware that the reduction of poverty and being able to meet the basic needs of Rancho's residents goes hand in hand with the foundation's mission. The foundation's experience in the last 10 years shows that even though its key objective is to instill, conserve, protect and promote Rancho's cultural assets, residents of Rancho are often trapped in other social-related challenges, such as financial constraints. In turn, residents may consider education and

⁴ The AMPI is composed of five dimensions, including education, economic activity, health, living conditions and income.

promotion of cultural heritage as less important in comparison to their current personal financial conditions. Culture, and cultural heritage, can play an important role in ensuring inclusive and cohesive societies. The promotion of cultural participation and ensuring diversity of the cultural offer can help mitigate factors leading to social and economic marginalization (OECD, 2021). Therefore, addressing economic constraints for Rancho through cultural education is considered fundamental.

2. Access to cultural and heritage related education by residents of Rancho

Education is a key outcome to reach Rancho Foundation's desired impact. The traditional educational system lacks the attention towards culture literacy. In this respect, informal education in Rancho's cultural economic areas such trade, agriculture, fishery, and logistics are contemplated to instill the historical sense of entrepreneurship and self-sufficiency back to the neighborhood. This is based on a single perception of culture, which is considered important by Rancho Foundation with its aspiration towards culture conservation and protection.

On the other hand, the second perception of culture is one that is dynamic and constructive phenomenon. Contrary to the descriptive understanding of culture, the constructivist approach is premised on culture as something one does, created and constantly re-created through open interaction. Thus, when viewed from a constructivist point of view, culture is held as dynamic, with values negotiated from time to time for different members of a group (Kiogora D., 2015). The constructive approach has been less applied by Rancho Foundation in the last couple of years. However, with the increase of cultural diversity in Rancho, and the desired outcome for more residents' participation, Rancho Foundation believes in directing potential informal education that would create a synergy of both approaches, where space is given for cultural dynamism, while conserving the positive traits of Rancho historical and cultural assets. An integrated education strategy is essential to express the value of cultural heritage. It's a strategy for preserving both tangible and intangible cultural heritage.

3. Sharing of cultural heritage from generation to generation

All families have a unique shared history. Their history is the story of how they came to be: where the family originated from, the hardships and trials that they survived, the traditions, foods, and the love that has been a part of a family for generations. Family heritage not only connects family members to other living members, but it connects them to the deceased, the pioneers, the people who essentially made them who they are today. Having a history allows people to have a strong sense of identity, and they often feel rooted in their neighborhood. As the family grows, new generations are introduced, and the enculturation of the individual is less strong than it used to be. The familial heritage of the Rancho family is considered an intangible cultural asset at risk.

4. Norms and values

Values have long played a central role in defining and directing conservation of built heritage. Value, wherever it resides, produces a flow of benefits. However, norms and values differ greatly amongst families, residents, and professionals. With the increasing cultural diversity in Rancho, norms, and values on which the Rancho community were built upon is vanishing (such as hard work, discipline, resilience etc.). In the context of conservation, values refer to the different qualities, characteristics, meanings, perceptions, or associations ascribed to the things to conserve of Rancho.

5. Interest and support from government officials

Experience of Rancho Foundation shows that the interest of government officials in conserving the cultural heritage of Rancho is limited. Policies, regulations, and investments towards Rancho has not reached its full potential. Rancho Foundation has learnt that government decisions can have a significant impact on Rancho, both positive and negative. Example of crucial decisions regarding private investments on the port of Oranjestad and its relation to the livelihood of fishermen of Rancho, as well as more positive decisions such as conversation of tangible assets such as the ‘Forno di Karki’ in Ranchostraat by the Stichting Monumentenfonds Aruba.

With the above considered constraints, a holistic approach on culture is the focus for 2022-2026 by Rancho Foundation. Heritage conservation has many potential cultural, social, and economic benefits. In addition, a holistic approach is necessary considering the current socio-economic conditions of the neighborhood, which needs to be addressed for the enhancement of cultural assets and values.

The available literature emphasises that cultural heritage social management is equally important to economic management and sustainable growth and therefore, striving for partnerships, new management schemes and models that handle cultural heritage in a holistic manner is essential. Therefore, Rancho Foundation’s strategic goals for the 2022-2026 is to focus on five pillars to safeguard and increase value recognition of Rancho cultural heritage both by neighborhood residents, visitors, and Aruba in general in a holistic manner.

The five pillars for Rancho Foundation are defined as follows:

- 1. Cultural heritage for a secured livelihood Rancho: *a prosper Rancho for residents and Rancho businesses.*
- 2. Cultural heritage for an educated Rancho: *mobilising cultural knowledge and research.*
- 3. Cultural heritage for an inclusive Rancho: *participation, volunteering, and access to all.*
- 4. Cultural heritage for a preserved Rancho: *safeguarding endangered heritage.*
- 5. Cultural heritage for stronger partnerships: *reinforcing public and governmental cooperation.*

Figure 2: Pillars of culture by Rancho Foundation



Based on defined desired outcomes the following table illustrates the Theory of Change in a logic model for Rancho Foundation for the period 2022-2026 with a summary of its capacity building interventions.

Table 1: Input and outcomes to reach desired impact

Input Capacity building (only)	Immediate outcome	Intermediate outcome	Long-term outcomes	Desired impact
<ul style="list-style-type: none"> • Training to staff / organization: <ul style="list-style-type: none"> ○ Training on collaborative partnerships ○ Training on volunteer management ○ Language ○ Training on measuring performance ○ Onboarding volunteers ○ Entrepreneurial training ○ Active-learning teaching methods ○ Change management ○ Training on stakeholder engagement and relationship building ○ Project dossier writing ○ Communication • Training to volunteers: <ul style="list-style-type: none"> ○ Language ○ Leadership ○ Personal leadership ○ Coaching ○ Entrepreneurial ○ Youth empowerment • Training to residents / community of Rancho: <ul style="list-style-type: none"> ○ Personal leadership ○ Entrepreneurial ○ Teamwork ○ Community retreat (mind-set, spirituality, sense of purpose, values, culture, bonding) ○ Youth empowerment • Infrastructure: <ul style="list-style-type: none"> ○ Facility for Centro di Actividad Rancho ○ FF&E for the Centro di Actividad Rancho ○ Lightening and infrastructure to promote safety in the neighborhood ○ Equipment for the organization (e.g., printer, computer) • Program support & people: <ul style="list-style-type: none"> ○ Fundraising business plan ○ Grant writing ○ Annual workplan and budgets ○ Branding and marketing plan ○ Evaluation effectiveness of programs ○ Evaluation effectiveness of communication ○ Volunteer onboarding standard procedures and materials ○ Inventory of current cultural economic and historical activities and assets in Rancho ○ Community-based design think-tanks to define Rancho's culture ○ Workplans and checklists for program and activities ○ 1 paid full-time director ○ 1 paid full-time project coordinator ○ 2 part-time project coordinators • Systems: <ul style="list-style-type: none"> ○ Customer relationship management ○ Human resources and volunteer management ○ Monitoring & Evaluation systems ○ Personnel policy, including organogram ○ Job descriptions ○ Administration procedures ○ Feedback and complaints mechanisms ○ Partnership's mechanisms ○ Organizational structure 	<p>Increased capacity of Rancho Foundation to raise funding and self-sufficiency</p>	<p>Residents of Rancho can cover their necessities</p>	<p>Increased prosperity of residents in Rancho</p>	<p>Protected and valued cultural assets of the neighborhood of Rancho by residents, visitors, and Aruba in general.</p>
	<p>Increased participation of residents of Rancho in their neighborhood</p>	<p>Increased opportunity for informal education for the residents of Rancho</p>	<p>An increased awareness and education of Rancho's culture amongst Rancho residents, visitors, and Aruba in general</p>	
	<p>Increased unity between households and residents of Rancho</p>	<p>Households in Rancho are empowered in their culture and history</p>	<p>Improved transition and exchange of cultural history between families in Rancho</p>	
		<p>Increased understanding of what life in Rancho should mean for the residents</p>	<p>Increased norms and values amongst residents of Rancho</p>	
		<p>Increased knowledge of the culture of Rancho, its values and impact for Oranjestad and Aruba to government officials</p>	<p>Increased collaboration between government officials and Rancho Foundation</p>	

The strategic goals are further elaborated as follows:

Goal 1

Cultural heritage for a secured livelihood Rancho:

Goal 1.1 - Rancho benefits of cultural heritage aimed at improving the financial condition, safety, and general livelihood of Rancho residents.

Rancho Foundation will incorporate informal education opportunities that involves the promotion of cultural heritage linked to financial or entrepreneurial literacy to increase the interest in Rancho's culture, while also leveraging on cultural heritage for the community's economic gain. This will be done via the Centro Actividad Rancho, which will provide a space for a Culture Café. The Culture Café will run based on a business model that will consider and incorporate residents of Rancho as an opportunity for personal development and employment. This same space will serve as the access to Rancho walking tours for tourists and locals, in which Rancho's cultural heritage will be highlighted.

This space will also incentivize the further development of Rancho's popular economic and social heritage, such as agriculture, maritime, aviation logistics, fishing, and breeding. At Centro di Actividad Rancho an educative shop will be available to rent out machines, equipment and supplies that are related with the abovementioned cultural and economic activities (e.g., a workshop space to work with clay pottery, plant seeds, and create prototype of small boats). The facility will also include exhibitions of arts providing residents and non-residents with the opportunity to exhibit the culture of Rancho.

In relation to capacity building, the foundation will need a well-thought business plan for the new Centro di Actividad Rancho and its income generating components. It will require the needed infrastructure to start this new project, since the current facility where the foundation is located is uncertain and not affordable as is. Besides the facility, the center will require furniture, fixtures, and equipment to make it operational. Training staff and the organization as well as residents on entrepreneurship will also be necessary. In addition, in consultation with residents of Rancho on safety matters, they have indicated lightning and infrastructure as important aspects that could aid in reducing the perception of an unsafe Rancho. Even tough, this aspect is not a direct responsibility of Rancho Foundation, the foundation has been operating a project known as "adopt an alley" for years, which has been proven to be successful. Therefore, capacity building in infrastructure and lightning is also needed within the framework of the "adopt an alley" project.

Goal 2

Cultural heritage for an educated Rancho:

Goal 2.1 – Residents have access to informal education that increases their understanding of Rancho's cultural heritage.

Culture is slightly incorporated in the traditional education system. By providing residents of Rancho with the opportunity to follow workshops, training, seminars, and other opportunities for learning,

such as active learning (learning by doing, coaching, participating in activities), the cultural aspects can be shared, exchange and preserved amongst residents and visitors. The idea of building cultural literacy across all residents will be a priority for Rancho Foundation, with a particular emphasis on youth and families. Youth often see and understand culture and community cultural resources in different ways. In addition, a call for engaging young people would bring new energy and “buzz” to Rancho.

In relation to capacity building for this specific goal, new teaching methods will be needed to cater different groups, especially the youth. Therefore, staff and the organization will need training in active learning-teaching methods that will help them create new ways of educating residents on cultural heritage.

Goal 2.2– Increased awareness of Rancho's culture amongst residents, visitors, and Aruba in general.

A vigorous approach will be needed to raise the awareness and reduce any negative perception of Rancho's neighborhood by emphasizing Rancho's cultural assets in a well-defined communication campaign targeting first the residents of Rancho, and consequently other residents of Aruba and foreign visitors. The Centro Actividad Rancho will play an important role as a communication channel. This will also require a rebranding of Rancho Foundation and Rancho as a neighborhood through communication channels such as the logo brand, as well infrastructure, spaces or signages in the neighborhood.

In relation to capacity building, the foundation will require a well-tough strategic rebranding plan for the foundation and the neighborhood. Currently, the foundation has a brand, however there is no brand identity for the neighborhood itself. Also, to increase awareness, it is important to have evaluations and training taking place on communication and stakeholder engagement and relationship building.

Goal 3

Cultural heritage for an inclusive Rancho:

Goal 3.1 – Residents are empowered, actively participate with interest in Rancho's cultural activities and infrastructure.

A more participative approach in the designing of programs and activities will be incorporated, in which residents are not only invited to participate, but are considered as owners, leaders, coordinators and ambassadors of events, programs, initiatives that are funded and supported by Rancho Foundation. This will be known as “members of Rancho”. Members of Rancho are individuals as well as organizations that support the preservation and promotion of the cultural heritage of Rancho. The emphasis will be particularly on residents on Rancho, but visitors are also encouraged to participate.

In relation to capacity building, it will be required to have skills in stakeholder engagement, as well training to empower residents, these are suggested as personal leadership training. Having a strong community will require bonding, in which community-retreats are suggested for soul searching, strengthening values, changing mind-sets and sense of purpose. In addition, language training will be required considering the cultural diversity of the neighborhood.

Goal 4

Cultural heritage for a preserved Rancho:

Goal 4.1 - Culture is reflected in different areas of sustainable development and social life in Rancho.

To preserve the cultural heritage of Rancho the focus will not only be on the preservation of tangible assets and infrastructure, but also the incorporation of cultural heritage in the different areas of Rancho’s social daily life. This will require creative programming for residents of Rancho and having the physical facilities or venue, including indoor as outdoor spaces to accommodate these programs, such as the “Centro di Actividad Rancho” (a place where culture “happens”).

In this respect, the role of Centro di Actividad Rancho as an infrastructural need will be essential, including the plans that support this project.

Goal 4.2 - Sustainable funding and investments in the culture of Rancho.

Rancho Foundation should form the basis and example of how to integrate culture into Rancho’s economic development. Ensuring a diverse source of funding is critical to continue supporting cultural initiatives in Rancho. The Centro di Actividad Rancho will play a critical role to grow the cultural economy in Rancho. The space might include workspaces or incubators to support entrepreneurial growth of Rancho’s residents. It will be the backbone to enable live/work for residents, while at the same time serve as an income platform for Rancho Foundation and an accessible entrance to culture for those who are visiting. The funding activities will incorporate culture and promote participation of residents through the active development of the Rancho Walking Tour, The Culture Café and Culture exhibits.

In this respect, the role of Centro di Actividad Rancho as an infrastructural need will be essential, including the plans that support this project. In addition, training staff on project dossier and grant writing will be essential to raise the necessary funds for the center.

Goal 4.3 – Preserved cultural tangible and intangible assets of the neighborhood for its residents and visitors.

Rancho Foundation will serve as the voice of its residents by providing information, knowledge, and education to stakeholders to stimulate cultural development in Rancho aligned with the organization’s objectives.

With the goal of taking an advocacy role for cultural tangible and intangible assets of Rancho, it will be necessary for the staff to be equipped with communication training (including persuasion techniques). In addition, since the organization wants to be the voice of the residents, it is important to have a good engagement with residents, and therefore stakeholder engagement training is recommended. In addition, the organization will need to have support in conducting an inventory of cultural economic and historical activities and assets in Rancho.

Goal 4.4: - Clear and embraced positive branding and identity of Rancho by the community

To reach an increase participation amongst residents and visitors of Rancho, it will be crucial to refresh and strengthen the brand of Rancho. The branding entails not only the creation of a fitting identity by the residents, but also supporting infrastructure that exudes a sense of community and 'home'. This is proposed through the revitalization and further development of Centro di Actividad Rancho (CAR), which has been already introduced since 2019. The focus will be on a stronger coordination, collaboration and communication of the diverse cultural resources and activities of Rancho. Marketing these resources must first be directed at increasing awareness among Rancho’s residents, and then directed outward to attract visitors and tourists to the community. This will require a branding and marketing plan that fits this goal.

A branding or marketing plan will be needed for the Rancho neighborhood.

Goal 4.5: Strengthened organizational capacity of Rancho Foundation.

Rancho Foundation will invest strategically, and where possible, in capacity building elements aligned with the strategic objectives set forth in this plan.

Next to the abovementioned capacity building needs, the organization will require support in the evaluation of the effectiveness of its programs, creating volunteer standard onboarding procedures and materials, having professional assistance in conducting community-based think thanks for the redefining or finding common ground on the definition of Rancho’s culture. In addition, to execute all the activities planned for the upcoming years to meet desired goals, the organization will require a more stable staff, since currently the organization depends mostly on volunteers (who are not always available), and a project coordinator under contract. Therefore, 1 paid full-time director, 1 paid full-time project coordinator and 2 part-time project coordinators are suggested as essential.

In addition, considering the ambition of the foundation to become financially sustainable through social entrepreneurship, it is important to have certain system in place that could add to the organization’s efficiency, such as Customer Relationship Management Systems, Human resources or volunteer management systems and monitor & evaluation systems. In addition, having the basics such as personnel policy (an organogram), job descriptions, administrative procedures, feedback, and complaints mechanism provides a solid foundation for the long-term future.

Goal 5

Cultural heritage for stronger partnerships:

Goal 5.1 – Improved and increased partnerships and initiative with government officials and other partners.

Government policies have a great impact on all aspects of Rancho’s neighborhood and its center is the conservation of its cultural identity. In the last 10, years culture has not been high in the agenda of government officials and the linkage between cultural heritage, social cohesion, environment, and economics is often not well understood or high in the agenda. Rancho Foundation’s partnership

approach has been very active in the last 10 years with both government officials and international partners (including NGOs and businesses) that resulted in several signed Memorandum of Understanding (MOU). However, experience also shows that not all MOUs have led to concrete actions and results. Therefore, an evaluation and partnership plan will be formulated to effectively address partnership outcomes needed to achieve outcomes.

To create stronger partnerships training will be needed to staff & organization on stakeholder engagement and communication.

Goal 5.2 – Rancho’s cultural heritage considered and embedded in government’s policy.

Rancho Foundation will take an advocacy role for the residents of Rancho in relation to aspects that are related to Rancho’s cultural heritage. In the last couple of years this has been done in relation to themes such as the protection of the cultural and historical value of the port. However, Rancho Foundation’s advocacy role will be shifted towards a more inclusive participatory process that involves residents of Rancho, members of Rancho and other partners. The methods for this should be included in procedures and policies.

To have a stronger message towards government policy, training will be needed to staff & organization on stakeholder engagement and communication. In addition, evaluation and measurement training is needed to have solid evidence to present to officials.

Goal 5.3 – Increased participation of former residents of Rancho and other local neighborhoods and districts.

Rancho cannot be separated from the island’s context within which it exists. Many of intangible cultural assets are also to be found in individuals who are living in other neighborhoods, but whose families are from Rancho or they themselves originate from this community. Therefore, activities and programs will be formulated to create bridges between other communities and Rancho. It will be aimed to nurture and develop collaboration and cooperation among the members of other communities to further their joint interests.

Training on stakeholder engagement is of added value for many of the goals presented in this report. This also include engaging former residents of Rancho living in other local neighborhoods or districts.



Hof'i Bario Rancho - an urban garden project to give the Rancho community the opportunity to produce their own food in small scale.

3. Internal key findings

An initial internal analysis has been conducting by identifying the organization’s current strengths and weaknesses. A snapshot of the current structures, policies, systems, and process that support the organization has been formulated based on defined desired outcomes by Rancho Foundation.

3.1 SWOT analysis

Table 2: SWOT analysis Rancho Foundation

Strengths	Weaknesses
<ul style="list-style-type: none"> 1. Experience and knowledge about the neighborhood of Rancho 2. An established network both locally and internationally 3. Currently premises of CAR at a well-positioned strategic location 4. High level of engagement within a small team 5. A proven resilient organization 6. Member of the International Trust 7. Easily accessible platform for Rancho’s residents 	<ul style="list-style-type: none"> 1. Lack of human resources (depends greatly on volunteers) 2. Not financially sustainable 3. Lack of formalized structure 4. Lack of long-term clarity or vision 5. Lack of prioritization and focus 6. Ineffective communication (communication initiatives are high, but turnover or participation is not as desired) 7. Lack of measuring or evaluation 8. Insufficient leveraging of partnerships
Opportunities	Threats
<ul style="list-style-type: none"> 1. To leverage on cultural, economic, and social dimension concerning the 200 years celebration of Oranjestad City in 2024, including culture tourism and cooperation with Oranjestad-Aruba Sister Cities Association 2. To leverage on cultural relationship with Colombia 3. To follow up on previous MOUs 4. Tourism is picking up. Opportunity to increase the role of culture and heritage in tourism (via CAR – walking tours, culture café, exhibitions) 5. Residents in need of work (linked to CAR and potential income generating activities linked to culture that require workers) 6. Covid-19 increased the awareness on the importance of self-sufficiency (ripe to instill cultural heritage such as agriculture for food security) 	<ul style="list-style-type: none"> 1. Insufficient knowledge about culture and its relevance from government diplomats 2. Unwillingness or lack of interest from private sector due to lack of understanding about the relevance of Rancho Foundations’ mission 3. Negative perception from visitors or outsider about the Rancho neighborhood (e.g., linked to crime, drugs, prostitution, corruption etc.) 4. Lack of transparency or culture of collaboration

3.2 Organizational Capacity Assessment

3.2.1 Skills audit

A skill audit has been conducted amongst board members and the project coordinator. Based on the provided self-reflection assessment (refer to annex A), the following has been observed from the perspective of the collective organization rather from an individual perspective. However, the individual self-assessment also provides indication for possible peer-to-peer training amongst staff and management, where skills and abilities vary.

(1) governance and leadership

In the area of governance and leadership, the members of the board suggested having some knowledge to extensive experience. There are no extraordinary gaps identified in this area. However, leadership and management training in diverse areas is encouraged for other daily staff, such as (the) project coordinator(s) to stimulate career growth and leadership roles in the future.

(2) people

In the area of people, volunteer management has been identified as a skill that can be strengthened, considering the lack of volunteer commitment indicated. The latter is applicable for board and staff.

(3) financial

With the addition of a new treasurer in the board, the board member is supported with a highly experienced treasurer in finance. In the area of financial management and administration, Rancho Foundation is currently well supported. However, staff could use financial management or administration crash courses to support the board in this area.

(4) operations

Overall, the area of operations as an organization seemed to be highly rated. However, there are some areas that can be strengthen from an individual perspective. These are according to the self-assessment:

- Regulatory and/or policy issues with regards to the neighborhood of Rancho
- Experience of service users of the foundation (e.g., residents, visitors)

These areas can be strengthened with more involvement, engagement, and participation of residents of Rancho and proper alignment and collaboration with regulatory and public officers. In addition, considering the aspiration to develop and expand the income generating activities of the Foundation through the Centro di Actividad Rancho, operations will become increasingly important. The operations could become more complex with the addition of business-like operations such as the Cultural Café, exhibitions, and professionalization of the walking tour in the upcoming years.

A strong groundwork in the primary skeleton of the organization will be required to hold the intended expansions in the Centro di Actividad Rancho. This expansion includes a full-time paid director, one full-time project coordinator and 2 part-time coordinators. Rancho Foundation has been operational with very limited paid resources. Despite its operational success in the last years, Rancho Foundation has learnt that the ability for growth, impact and self-sustainability is hampered by the stability of its operations due to the lack of sufficient paid staff to support the organization.

(5) digital

In the area of digital, Rancho Foundation seems to have the capacity needed in-house. However, considering the limited number of staff, Rancho Foundation might require additional program support in this area through professional services or addition of project coordinator.

(6) marketing

In the area of marketing, the self-ratings indicates the need for strengthening in the area of “marketing strategy and business development” and “branding and brand development”. Feedback from staff shows that many marketing actions have been taking place, however they do not translate in the desired participation.

(7) fundraising

In the area of fundraising, self-reflection rating in “corporate fundraising” requires strengthening. Considering the future expansion of Centro di Actividad Rancho and the aim for self-sustainability, capacity building for fundraising skills is also commended.

3.2.1 Training

The following are the training inputs for Rancho Foundation for 2022-2026 that would support the strategic goals, including volunteers and residents. For the input of volunteers and residents in which these trainings were based on refer to chapter 4.

Table 3: Training capacity building

Training	Staff / Organization	Volunteers	Residents - Community
Training on collaborative partnerships	♥		
Training on volunteer management	♥		
Language training to connect with residents	♥	♥	
Leadership training		♥	
Personal leadership training		♥	♥
Training on measuring performance	♥		
Onboarding volunteers	♥		
Coaching training	♥	♥	
Entrepreneurial training	♥		♥
Active learning-teaching methods	♥		
Teamwork workshops to promote collab			♥
Community retreats (mind-set, spirituality, sense of purpose, bonding training)			♥
Change management training	♥		
Training on stakeholder engagement and relationship building	♥		
Communication training	♥		
Project dossier and grant writing	♥		
Youth empowerment workshops		♥	♥

3.2.2 Infrastructure

With infrastructure is referred to physical assets and needed by Rancho Foundation to execute intended activities for the outlined strategic goals for 2022-2026. Centro di Actividad Rancho will play a central and strategic role for many of the goals stipulated.

Table 4: Infrastructure capacity building

Infrastructure	Staff / Organization	Volunteers	Residents - Community
Facility for Centro di Actividad Rancho	♥		
Fixtures, Furniture & Equipment for activities in Centro di Actividad Rancho (income generating units)	♥		
Equipment for the back-office (e.g., printer, computer for new personnel)	♥		
Lighting and infrastructure supporting safety			♥
Safe public spaces for the youth	Indicated by residents in the sessions, however not considered as a direct responsibility of the foundation. Therefore, not included as a priority in this plan.		

3.2.3 Program support and People

With Program Support and People is referred to specific outputs and deliverables executed by staff or professional outsourced for key projects or programs that are essential and considered as preconditions in for the overall goals for 2022-2026.

Table 5: Program support and people capacity building

Program Support and People	Staff / Organization	Volunteers	Residents - Community
Fundraising business plan for each potential income sources under Centro di Actividad rancho, such as Cultural Café, Walking Tours, Exhibition, Workshop spaces, Marché, project 200 aña Oranjestad	♥		
Annual workplan and annual budget	♥		
Branding and marketing plan	♥		
Evaluation effectiveness of programs	♥		
Evaluation effectiveness communication	♥		
Volunteer onboarding standard procedures and materials	♥	♥	

Program Support and People	Staff / Organization	Volunteers	Residents - Community
Inventory of current cultural economic and historical activities and assets in Rancho to assess any cultural redesign to fit the current culture dynamics	♥		
Community-based design think tank to redefine or agree on a definition of the Rancho culture	♥		
Work planning and checklists for programs and activities	♥		
1 paid full-time director	♥		
1 paid full-time project coordinator	♥		
2 part-time project coordinators	♥		

3.2.4 Systems

Based on an analysis on systems in place, the following systems were identified as lacking in the organization.

Table 6: Systems capacity building

Systems	Staff / Organization	Volunteers	Residents - Community
Customer Relationship Management	♥	♥	♥
Human resources and volunteer management	♥	♥	
Monitoring & Evaluation systems	♥		
Personnel policy, including organogram	♥		
Job descriptions	♥		
Administration procedures	♥		
Feedback and complaints mechanisms	♥		
Partnership mechanisms	♥		
Organizational structure	♥		

1. Customer Relationship Management (CRM)

Rancho Foundation acknowledges a challenge in engaging with their target audience, despite great effort. The sessions with volunteers and the community also indicates a gap to engage specifically the younger audience. Rancho Foundation has a list of its network and relations. However, a CRM system will help them gain efficiency in this area as well as collect more information of their relations for a more customized approach.

2. Human resources and volunteer systems

Since the organization has been operating with only 1 project coordinator, the need for a human resources system was not a priority. However, with the desired outcome of an increase in participation of residents, volunteers and expand the organizational capacity, a Human Resources system will be

required to track, save, and report vacations, absence, personnel performance, volunteer relationship management, customer relationship management (for the income generating activities) and even partnerships management. There is no relationship management system currently in the organization.

3. Monitoring and evaluation system

Rancho Foundation has no formal systematic method to monitor and evaluate performance, since key performance indicators are also missing. This will be important to report and convince funders of the effectiveness of projects and the organization, especially considering that funding is one of the priorities for the upcoming 5 years. In addition, monitoring and evaluation systems will aid early interventions and adjustments of programs and projects.

4. Personnel policy

Considering the envisioned growth in personnel of Rancho Foundation, a personnel policy manual would be a benefit to welcome and onboard new personnel to the organization. Currently, Rancho Foundation has no personnel manual in place.

5. Job descriptions

Rancho Foundation has some job descriptions in place for the board members. However, other job descriptions for future roles are not ready in place.

6. Administration procedures

Rancho Foundation works with Quickbooks, in which all financial reporting and administration takes place. This is currently done by the treasurer and project coordinator. With the goals set forth, the administration procedures should be expanded to include other responsible actors as operations are likely to increase.

7. Feedback and complaints

Rancho Foundation doesn't have a formal feedback and complain procedure nor system. Though the volunteers are satisfied with the space for feedback given, which are usually informal and personal. The CRM-system will strengthen this even more.

8. Partnerships, external relations, and networking

There are some mechanisms in place to build and nurture effective alliances and extend the effectiveness of the services and overall mandate of Rancho Foundation. This has been done through MOUs and townhall meetings. However, no evaluation has been done on the effectiveness of these mechanisms for partnership and relations.

9. Organizational structure

Since Rancho Foundation has been operating with only 1 staff a formal organizational chart with reporting lines is currently absent. The formalization of the organizational chart, including the job descriptions, accountability and reporting lines needed to achieve the goals for the upcoming 4 years. Rancho Foundation has already job descriptions in place for the new to be recruited staff. The latter includes the need for further elaboration of the organizational charts of the different income generating units in the envision CAR for 2022-2026.

4. External key findings

4.1 Rancho cultural and social development market scan

There are several aspects to consider with regards to preservation of culture in Rancho. The port (Schoenerhaven) and surrounding areas has been developed for touristic markets, therefore fishing activity were forced to a halt (Kirchner et al., 2014). The cultural and economic importance of the port for Rancho has been confirmed also by participating residents in the focus group.

In addition, other cultural activities such as the queen parade that used to take place in Rancho has been moved out the neighborhood (Kirchner, 2014). Another cultural activity that is still being preserved by Rancho Foundation is the building of miniature boats. Despite the effort of the foundation, literature points out that tourist development further alienated Rancho, which used to host boat competitions and sports events, thus being a center of activity for the whole of Oranjestad (Kirchner et al., 2014).

The cultural shift goes hand in hand with the deterioration of social welfare in Rancho. According to data of the Central Bureau of Statistics of the study Aruba Multidimensional Poverty Index in 2010, 30.3 percent of the people living in Rancho are considered severe poor, 20.4 percent are vulnerable to poverty and 18.6 percent is considered multidimensional poor. These figures are alarming, and most of them are households with single parents, nuclear families with more than one child and young families without children. Households risk-for-poverty are households who are at risk or vulnerable to experience multiple disadvantages because of poverty (lack of insufficient income). Thus, these households are at risk of living in poor housing conditions and unable to afford health care and education. While households living in severe poverty live in poor housing and has no access to proper health care, the children are unable to attend school, and the families are challenged to obtain food in their homes. And the majority of the households who are at risk-for-poverty and severe poverty are single mothers. The neighborhood of Madiki/Rancho consists predominantly of single households (48.2%), followed by single mothers (15.9%) according to available census data of 2010. Although the single households are significant, there is also a significant number of families (38.3%) in Rancho, while remarkably 61.7% of the households do not have kids.

Table 7: Family type in Madiki / Rancho

Madiki/Rancho		
Family type	Counts	%
Single	263	48.2
Couple without kids	74	13.5
Couple with kids	109	20
Father with kids	13	2.4
Mother with kids	87	15.9
Total	546	100

Rancho is a relatively young neighborhood, with at least 20 percent of the residents being between the ages of 19 and 39, according to CBS data of 2018. In 2010, the census reveals that 13.2 percent of

the people in Rancho were unemployed. No recent public data is available on the unemployment conditions in Rancho, especially post-Covid. More recent census data of 2020 has been requested, however not obtained at the completion of this report.

4.2 Volunteers' needs assessment

A session with 11 Rancho Foundation's volunteers was held to identify their needs, which were translated in a Volunteers Experience Journey as illustrated on figure 3. The Volunteer Experience Journey is characterized by three main phases and sub-considerations in the process, as follows:

1.) Engagement of the volunteer

- 1.1 Awareness & Consideration
- 1.2 Invitation & Recruitment
- 1.3 Commitment & Induction

2.) The volunteering experience

- 2.1 Learning map
- 2.2 Roles & Tasks
- 2.3 Training
- 2.4 Feedback & Communication
- 2.5 Recognition
- 2.6 Leadership development
- 2.7 Playground & Impact

3.) Disengagement

- 3.1 Demotivation
- 3.2 Motivation

The following features in the Volunteer Experience Journey could use an intervention in capacity:

Table 8: Identified capacity building opportunities for volunteers

Phase	Feature	Capacity needs
Engagement	1.3 Commitment & induction	1.3 Standard onboarding procedures for volunteers
Volunteering	2.3 Training 2.4 Feedback & communication 2.6 Leadership development 2.7 Playground & impact	2.3 Training plans, specifically coaching and personal leadership 2.4 Communication plan with special focus on youth 2.6 Practical leadership opportunities on the job 2.7 Brainstorming and engagement training to volunteers for their involvement in the early stage designing of projects
Disengagement	3.1 Demotivation	3.1 Communication training between volunteers and employers



Focus group session with residents of Rancho to assess capacity needs October 16, 2021

4.2.1 Engagement of the volunteer

4.2.1.1 Engagement & Awareness

Participating volunteers indicated that they were primarily engaged by Rancho Foundation through different channels, such as listening to the radio, word of mouth by volunteers, looking at role models (such as a parent being actively involved) and through activities of Rancho Foundation. The most popular channel of engagement for volunteers are the activities of Rancho, which participants indicated that they started volunteering unaware while participating as helpers during an activity organized by Rancho Foundation. The younger volunteers in the focus group seem to be more interested when role models, such as their own parents, participate in volunteering. In general, volunteer engagement is satisfactory and future engagement of younger participants should leverage on the participation of role models in their community, including their family members.

4.2.1.2 Invitation & recruitment

The channels in which volunteers were invited and recruited were in-person during a visit at the Centro di Actividad Rancho. The latter shows the importance of this infrastructural element as contributor for capacity building. In addition, calls on social media channels were also indicated as contributing channels. The invitation & recruitment seems to be satisfactory, and the Centro di Actividad Rancho plays a crucial role for the recruitment of future volunteers.

4.2.1.3 Commitment & induction

Unlike the engagement, awareness and recruitment of volunteers, the commitment & induction reveals mix of emotions by participants. The volunteers are highly satisfied with the onboarding process, which includes the Rancho tour. However, next to the Rancho tour it seems like there is no standard onboarding education or procedures in place. Some of the volunteers who are family members of the staff of Rancho Foundation, also mentioned that they don't feel as if they are treated as other volunteers, but more like an extension of the staff. Considering the different emotions conveyed during the session, room for improvement is acknowledged in this step of the Volunteer Experience Journey. Therefore, a standard educative onboarding procedure will ensure that volunteers receive the same treatment and information moving forward.

The board and staff of Rancho Foundation also acknowledges that the engagement and recruitment of volunteers is not the main challenge, but acquiring committed volunteers is. The session also confirms this and reveals aspects of commitment and induction that might contribute to a lack of commitment. It might not be necessarily attributed to the recruitment of uncommitted volunteers as speculated by management, but certain aspects in the "commitment & induction" milestone in the journey need to be strengthened. Volunteers participating in the session are considered sufficiently committed to the cause, especially since the invitation was not mandatory.

4.2.2 The volunteering experience

4.2.2.1 Learning map

An important element of personal development and retention of volunteers is the provision of learning opportunities as part of the volunteering experience. Participants mentioned learnings they have acquired as volunteers at Rancho Foundation, which are:

- Culture of Aruba
- Skills to give workshop
- Discipline
- History of Rancho
- Consciousness of humility (servanthood)

Remarkable is the fact that the learnings identified by the volunteers were mostly informal learnings during their volunteering involvement, which is insightful for the recruitment and retention of volunteers. Therefore, the learning map identified by participants were considered satisfactory. However, considering the feedback on “commitment & induction”, capacity building in active learning methods to the staff of Rancho Foundation could contribute to an expansion of the learning map for the volunteers. The participants were also eager to indicate that they would like to be more involved in their personal development as volunteers. Specific areas mentioned were coaching and personal leadership, which they believe would contribute to the mission of Rancho as they could serve as coaches for the residents of Rancho.

4.2.2.2 Roles and tasks

Participants were asked if they are satisfied with their current volunteering roles, and they suggested to be highly satisfied, which is mainly attributed to the diverse tasks given.

4.2.2.3 Training

Volunteers acknowledged that they do receive practical training acquired from their volunteering task. However, they would like to see more pro-active planning in the provision of training opportunities for volunteers that could add value to their volunteer work, as well as their own personal development. The specific trainings identified and indicated by the volunteers are in coaching and personal leadership. Volunteers believe that coaching skills will help them fulfill a coaching role towards residents of Rancho.

4.2.2.4 Feedback and communication

Volunteers are satisfied with the space given to provide feedback, which are mostly in-person. On the other hand, they also indicated that the current communication method is not adequate or effective to reach a younger audience. The channels and method of communication, according to the volunteers are mostly for a general audience, a more customized approach is needed to reach the younger volunteer. Staff and the board of Rancho Foundation also confirms that they have a challenge in reaching the younger volunteer.

Consequently, a well-thought communication plan is suitable for Rancho Foundation to strategize and implement effective communication towards the youth.

4.2.2.5 Recognition

Volunteers are highly satisfied with the recognition and acknowledge that they always receive proper appreciation after each activity.

4.2.2.6 Leadership development

In general, volunteers are satisfied with their current role and are not or not much involved in leadership roles. Therefore, they were not able to provide feedback on leadership development. Nevertheless, they are open and willing to assume leadership roles and responsibility if offered.

4.2.2.7 Playground & impact

Volunteers were asked if they feel that their volunteer work has a visible impact on Rancho. In this respect, volunteers are of opinion that their work does not translate in a visible impact on Rancho, they do feel that their volunteer work has only an impact for a particular activity. In addition, they are of opinion that experimentation, including pro-activeness, involvement, creativity of volunteers for the designing of activities or projects are not a current practice. Volunteers are mostly involved in the execution of projects and not in their design.

4.2.3 Disengagement

4.2.3.1 Demotivation

No demotivation has been expressed by the participating volunteers. Nonetheless, they have indicated several aspects that might contribute to potential demotivation, such as their personal life and work (e.g., exhaustion), which can impede their time and quality of volunteering. They also expressed that often volunteering hours are not aligned with their working hours. Awareness and cooperation from employers towards volunteers can contribute to preventing any demotivation. Therefore, program support is needed in this area.

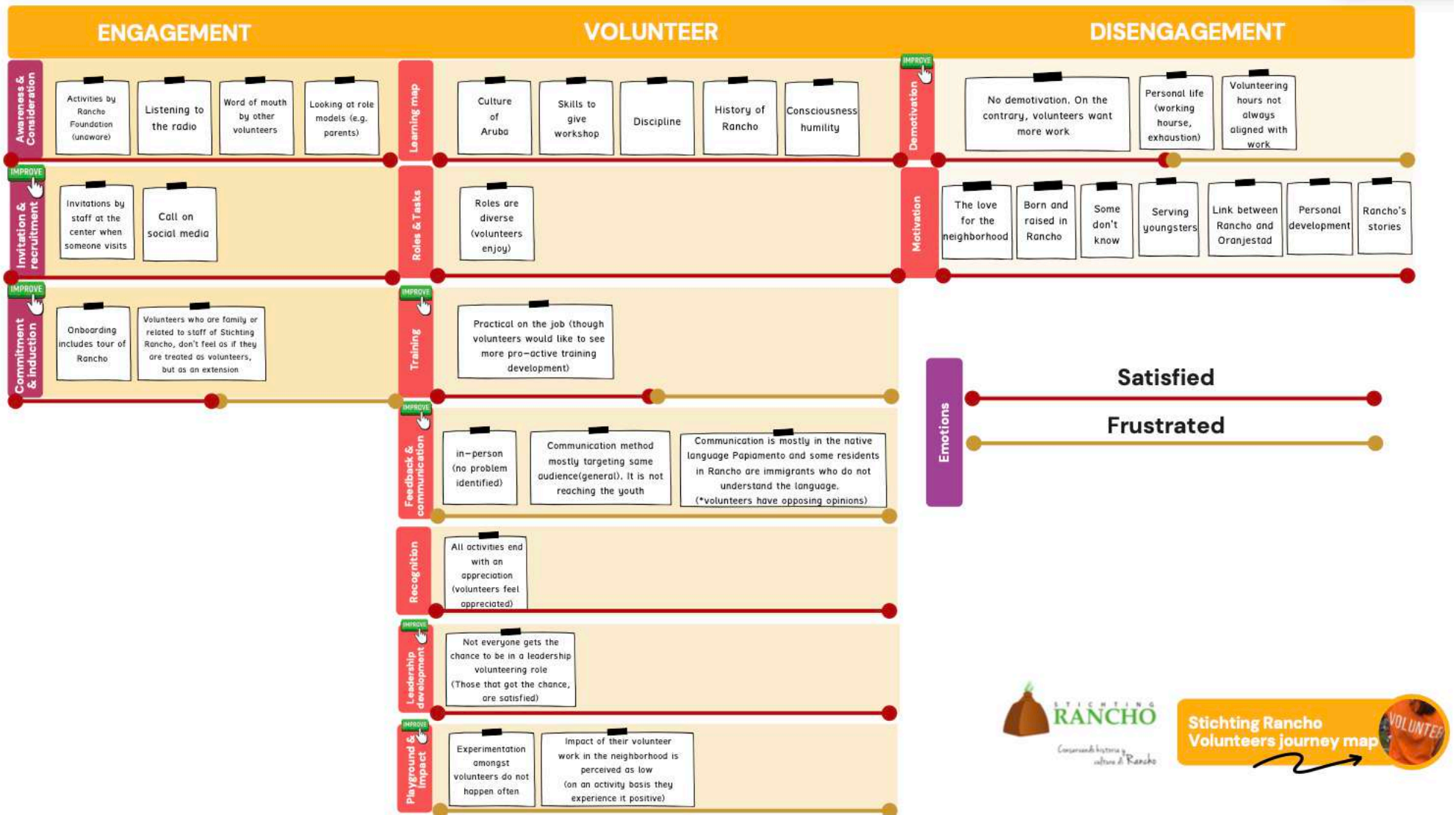
4.2.3.2 Motivation

Volunteers were asked to indicate their primary motivation to volunteer at Rancho Foundation. Remarkable is the diverse reasons behind their volunteerism:

- The love for the neighborhood
- Born and raised in Rancho
- Serving youngsters
- Link between Rancho and Oranjestad
- Personal development
- Some don't have a specific reason

In general, volunteers are highly motivated to volunteer. There are some aspects to consider that could boost their commitment and participation in the different phases of the Volunteer Experience Journey.

Figure 3: Volunteers Experience Journey



4.3 Community needs assessment

A total of 8 residents participated in the community session. The sessions focused on the five pillars of focus for 2022-2026. Figure 4 illustrates the feedback, diagnostics, and capacity building opportunities for each pillar.

4.3.1 Culture & Economics

The opportunity to relate the cultural heritage and the economic prosperity of Rancho is evident by participating residents. However, participants acknowledge that the historical culture that Rancho once knew is not necessarily an economic driver in the present-day. According to residents, Rancho's economic and cultural driver was the port infrastructure, which fulfilled an essential role in supporting trade and fishery. Nowadays, with the new development at the port, fishery as Rancho is accustomed to is no longer present. However, the community believes that there are some cultural elements that could be redesigned or reintroduced as economic drivers for the neighborhood. The specific intangible cultural assets mentioned were the combination of fishery and food.

Capacity building opportunities for the community and Rancho Foundation:

- A reconsideration and redesign of Rancho's culture should be considered through community-based design think-tanks, which includes inventory of current cultural economic activities and historical activities.
- Entrepreneurial training to residents in line with aspired cultural integration.
- A branding plan for Rancho.

4.3.2 Culture & Education

There is a distinct division on the definition of culture between new immigrants and existing residents of Rancho. Participants were asked how they would define Rancho's culture and it was notable that the definition of whom can be called a "Ranchero" was a long and complex discussion. In general, those present agree on fishery and food being the main culture identifier and intangible asset, referred by participants as "awa di playa" ("water from the beach", a Rancho term for fish soup).

Capacity building opportunities for the community and Rancho Foundation:

- Active learning methods to provide cultural education to residents
- A reconsideration and redesign of Rancho's culture should be considered through community-based design think-tanks, which includes inventory of current cultural economic activities and historical activities and assets.

4.3.3 Culture & Inclusion

Despite that there is a difference in opinion regarding who should be called a "Ranchero", all participants agree that culture needs to become more inclusive for newcomers. The lack of an agreed definition for a "Ranchero" might be a contributing factor to disunion in Rancho. The participants have mixed feelings, as they want to preserve Rancho's culture or the history that they know, while making others feel inclusive as well. Therefore, aligning these important cultural connections is important for the application of culture for inclusion.

Capacity building opportunities for the community and Rancho Foundation:

- A reconsideration and redesign of Rancho's culture should be considered through community-based design think-tanks, which includes inventory of current cultural economic activities and historical activities.

4.3.4 Culture & Preservation

The community in Rancho is of opinion that preservation is important. However, the lack of collaboration between residents and entrepreneurs in Rancho is considered a barrier for preservation. Participants are of opinion that a stronger collaboration can contribute to better preservation of Rancho's cultural assets.

Capacity building opportunities for the community and Rancho Foundation:

- A reconsideration and redesign of Rancho's culture should be considered through community-based design think-tanks, which includes inventory of current cultural economic activities and historical activities.
- Teamwork workshops between different stakeholders in Rancho (residents and business owners)
- Community retreats

4.3.5 Culture & Partnerships

In relation to partnership, the lack of collaboration amongst residents is repeatedly mentioned as a challenge. In addition, the lack of youth involvement is also a concern for collaboration as this segment usually lacks involvement, which participating residents feel is needed to strengthen collaboration in the community.

Capacity building opportunities for the community and Rancho Foundation:

- Training to staff on collaborative partnerships and collaborative development programs
- Youth empowerment workshops

Figure 4: Community feedback map



6. Overview capacity building interventions

Strategic goals 2022-2026	Key competencies and resources	Capacity components <i>TIPS= Training, Infrastructure, Programme capacity support, System</i>	Agent of change (Target group)
Goal 1: Cultural heritage for a secured livelihood Rancho			
1.1 Rancho benefits of cultural heritage aimed at improving their financial conditions and general livelihood.	T- Financial resourcefulness T- Coaching I-Centro di Actividad Rancho P-Business plans for Centro Actividad Rancho	T- Training I- Infrastructure P-Programme capacity support	<ul style="list-style-type: none"> • Community - residents • Volunteers • Rancho Foundation
Goal 2: Cultural heritage for an educated Rancho			
2.1 Residents have access to informal education that increases their understanding of Rancho's cultural heritage.	T-Creative education & active learning T-Coaching T- Personal leadership I- Centro di Actividad Rancho	T- Training I - Infrastructure	<ul style="list-style-type: none"> • Community - residents • Volunteers • Rancho Foundation
2.2 Increased awareness of Rancho's culture amongst residents, visitors and Aruba in general.	T- Creative education & active learning T- Advocacy and communication I- Centro di Actividad Rancho P- Branding and marketing plan (rebranding)	T- Training I- Infrastructure P- Programme capacity support	<ul style="list-style-type: none"> • Community - residents • Rancho Foundation
Goal 3: Cultural heritage for an inclusive Rancho			
3.1 Residents are empowered, actively participate with interest in Rancho's cultural activities and infrastructure.	T- Community retreats & teamwork T -Management of volunteers & people T- Stakeholder engagement T -Personal leadership T-Youth empowerment I - Centro di Actividad Rancho P- Community-based design think thank to re-define the definition of culture for Rancho	T- Training I- Infrastructure P- Programme capacity support	<ul style="list-style-type: none"> • Rancho Foundation • Community – residents • Volunteers

Goal 4: Cultural heritage for a preserved Rancho

4.1 Culture is reflected in different areas of sustainable development and social life in Rancho.	<p>T- Strategic, coordinated planning, monitoring & reporting T- Creative education & active learning T- Coaching T- Change management T- Personal leadership I - Centro di Actividad Rancho P- Monitoring & Evaluation of activities & programs</p>	<p>T- Training I- Infrastructure P- Programme capacity support</p>	<ul style="list-style-type: none"> • Community - residents • Volunteers • Rancho Foundation
4.2 Sustainable funding and investments in the culture of Rancho.	<p>T- Financial resourcefulness I- Centro di Actividad Rancho P- Business plans for Centro Actividad Rancho</p>	<p>T- Training I- Infrastructure P- Programme capacity support</p>	<ul style="list-style-type: none"> • Rancho Foundation
4.3 Preserved cultural tangible and intangible assets of the neighborhood for its residents and visitors.	<p>T- Strategic, coordinated planning, monitoring & reporting T-Advocacy and communication P-Inventory of current cultural economic and historical activities in Rancho</p>	<p>T-Training P-Programme capacity support</p>	<ul style="list-style-type: none"> • Rancho Foundation
4.4 Clear and embraced positive branding and identity of Rancho.	<p>T- Strategic, coordinated planning, monitoring & reporting T -Advocacy and communication I-Centro di Actividad Rancho P- Branding and marketing plan (rebranding)</p>	<p>T-Training I-Infrastructure P-Programme capacity support</p>	<ul style="list-style-type: none"> • Rancho Foundation

4.5 Strengthened organizational capacity of Rancho Foundation.	<ul style="list-style-type: none"> T-Strategic, coordinated planning, monitoring & reporting T-Advocacy and communication I-Centro di Actividad Rancho P-Business plans for Centro Actividad Rancho P-Branding and marketing plan (rebranding) S-Customer Relationship Management S-Monitoring & Evaluation system S-Human Resources & volunteer management system S-Personnel policy S-Job descriptions S-Administration procedures S-Feedback and complaints mechanisms S-Annual workplan with annual budget S-Volunteer onboarding procedures S-Partnership mechanism S-Organizational structure 	<ul style="list-style-type: none"> T-Training I-Infrastructure P-Programme capacity support S-System 	<ul style="list-style-type: none"> • Rancho Foundation
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Goal 5: Cultural heritage for stronger partnerships

5.1 Improved and increased partnerships and initiative with government officials and other partners.	<ul style="list-style-type: none"> T-Working effectively with others T-Advocacy and communication T-Stakeholder engagement 	<ul style="list-style-type: none"> T-Training 	<ul style="list-style-type: none"> • Rancho Foundation
5.2 Rancho's cultural heritage considered and embedded in government's policy.	<ul style="list-style-type: none"> T-Working effectively with others T-Advocacy and communication T-Stakeholder engagement 	<ul style="list-style-type: none"> T-Training 	<ul style="list-style-type: none"> • Rancho Foundation
5.3 Increased participation of former residents of Rancho and other local neighborhoods and districts.	<ul style="list-style-type: none"> T-Working effectively with others T-Advocacy and communication T-Stakeholder engagement T-Management of volunteers & people 	<ul style="list-style-type: none"> T-Training 	<ul style="list-style-type: none"> • Rancho Foundation • Community - residents

7. Timeline

	2022	2023	2024	2025	2026
	Focus on funding and organization	Focus on volunteers	Focus 200 years of Oranjestad	Focus education residents	Finalize system/reflection
Training					
Training on collaborative partnerships					
Training on volunteer management					
Language training to connect with residents					
Leadership training					
Personal leadership training					
Training on measuring performance					
Onboarding volunteers					
Coaching training					
Entrepreneurial training					
Active learning-teaching methods					
Teamwork workshops to promote collab					
Community retreats (mind-set, spirituality, sense of purpose, bonding training)					
Change management training					
Training on stakeholder engagement and relationship building					
Communication training					
Project dossier and grant writing					
Youth empowerment workshops					

	2022	2023	2024	2025	2026
	Focus on funding and organization	Focus on volunteers	Focus 200 years of Oranjestad	Focus education residents	Finalize system/reflection
Infrastructure					
Facility for Centro di Actividad Rancho					
Fixtures, Furniture & Equipment for activities in Centro di Actividad Rancho (income generating units)					
Equipment for the back-office (e.g., printer, computer for new personnel)					
Lighting and infrastructure supporting safety (e.g., Adopt and Alley project)					
Program support and people					
Fundraising business plan for each potential income sources under Centro di Actividad rancho, such as Cultural Café, Walking Tours, Exhibition, Workshop spaces, Marché, project 200 año Oranjestad					
Annual workplan and annual budget					
Branding and marketing plan					
Evaluation effectiveness of programs					
Evaluation effectiveness communication					
Volunteer onboarding standard procedures and materials					
Inventory of current cultural economic and historical activities and assets in Rancho to assess any cultural redesign to fit the current culture dynamics					
Community-based design think tank to redefine or agree on a definition of the Rancho culture					

	2022	2023	2024	2025	2026
	Focus on funding and organization	Focus on volunteers	Focus 200 years of Oranjestad	Focus education residents	Finalize system/reflection
Work planning and checklists for programs and activities					
1 paid full-time director					
1 paid full-time project coordinator					
2 part-time project coordinators					

Systems					
Customer Relationship Management					
Human resources and volunteer management					
Monitoring & Evaluation systems					
Personnel policy, including organogram					
Job descriptions					
Administration procedures					
Feedback and complaints mechanisms					
Partnership mechanisms					
Organizational structure					

8. Estimated budget 2022-2026 capacity building

Training	2022	2023	2024	2025	2026	Note to financial assumption
Training on collaborative partnerships	4,500					5 board members and 4 staff at Afl. 500 per person
Training on volunteer management		13,500				5 board members and 4 staff at Afl. 1000 per person
Language training		12,000				Maximum of 10 volunteers and 2 daily staff at Afl. 1000 per person
Leadership training		4,000				10 volunteers at Afl. 400 per person
Personal leadership training		10,000				10 volunteers and 10 preselected residents at Afl. 500 per person
Training on measuring performance	12,000					3 members of the board and 1 staff at Afl. 3,000
Onboarding volunteers		6,000				Training on onboarding volunteers to 4 staff at Afl. 2000
Coaching training		14,000				10 selected volunteers, 4 members of staff at Afl. 1,000
Entrepreneurial training				20,800		20 selected residents , 2 board members, 4 staff at Afl. 800
Active learning-teaching methods				15,000		Estimated staff - 2 board members and 4 staff at Afl. 2,500 (foreign instructor might be involved)
Teamwork workshops to promote collab				4,500		Teamwork workshops to 30 residents at Afl. 150 per person
Community retreats (mind-set, spirituality, sense of purpose, bonding training)				3,000		Community retreats for 30 residents at Afl. 100 per resident
Change management training	6,000					5 Board members and 1 staff at Afl. 1000
Training on stakeholder engagement and relationship building	6,000					5 Board members and 1 staff at Afl. 1000
Project dossier and grant writing	3,600					5 Board members and 1 staff at Afl. 600
Youth empowerment workshops				15,000		30 youth at Afl. 500
Estimated training budget	32,100	59,500	0.00	58,300	0.00	
Infrastructure						
Facility for Centro di Actividad Rancho			To be determined			To be determined based on business plan
Fixtures, Furniture & Equipment for activities in Centro di Actividad Rancho			To be determined			To be determined based on business plan
Lighting and infrastructure supporting safety			N/A			
Safe public spaces for the youth			N/A			
Estimated infrastructure budget						

Program Support and People	2022	2023	2024	2025	2026	Note to financial assumption
Fundraising business plan for each potential income sources under Centro di Actividad rancho, such as Cultural Café, Walking Tours, Exhibition, Workshop spaces, Marché.	60,000					5 business plans and 1 integral plan. Estimated Afl. 10,000 per business plan
Annual workplan and annual budget	N/A		N/A		N/A	in-house
Branding and marketing plan	10,000					Outsourced estimate at Afl. 10000
Evaluation effectiveness of programs	12,000	12,000	12,000	12,000	12,000	Estimated programs at 10. Each estimated evaluation at Afl. 6,000
Evaluation effectiveness communication	5,000					Survey and effectiveness scan at Afl. 5,000
Volunteer onboarding standard procedures and materials			N/A			in-house
Inventory of current cultural economic and historical activities in Rancho to assess any cultural redesign to fit the current culture dynamics	7,000					Based on Metabolic Foundation initial proposal of Afl. 4,000
Community-based design think tank to redefine or agree on a definition of the Rancho culture			7,000			Facilitator estimated at Afl. 7,000. Estimated proposal received from WeProject
Work planning and checklists for programs and activities			N/A			in-house
1 paid full-time director	30,000	60,000	60,000	60,000	60,000	Estimated gross salary Afl. 5,000 per month, starting mid-2022 throughout 2026
1 paid full-time project coordinator			51,600	51,600	51,600	Estimated gross salary Afl. 4,300 per month, starting 2024 throughout 2026
2 part-time project coordinators			25,800	25,800	25,800	Estimated gross salary Afl. 2,150 per month, starting 2024 throughout 2026
Estimated program support and people budget	124,000	72,000	156,400	149,400	149,400	
Systems						
Customer Relationship Management		1,037	1,037	1,037	1,037	https://monday.com/crm/pricing USD 48 per month per seat
Human resources and volunteer management		2,700	2,700	2,700	2,700	Estimate based on https://www.volunteerhub.com/pricing/ US\$ 150 per month
Monitoring & Evaluation systems					5,162	https://www.toladata.com/pricing/ USD 239 per month
Personnel policy, including organogram			N/A			in-house
Job descriptions			N/A			in-house
Administration procedures			N/A			in-house
Feedback and complaints mechanisms			N/A			in-house
Estimated systems budget		3,373	3,373	3,373	8,899	

Annex A:
SELF ASSESSMENT STAFF AND MANAGEMENT RANCHO FOUNDATION

	Management & Staff score Individual management' scores compiled together in a matrix				
	3 = Significant experience and expertise 2 = Some knowledge or experience 1 = Interested in learning more 0 = No knowledge or experience				
Staff and members of the management board	CR	DW	GF	GQ	Total
Skills, knowledge, experience					
Governance and Leadership					
Chairing	2	3	3	2	10
Experience in a leadership role	2	3	3	2	10
Legal duties of trustees and best practice in governance	2	3	2	1	8
Charity law and compliance	-	2	2	-	4
Strategic planning	2	3	3	3	11
Monitoring and evaluating organisational performance	2	3	3	2	10
Measuring outcomes and impact	1	3	3	2	9
Conflict resolution/mediation	3	3	3	1	10
Risk management	1	3	3	3	10
Change management	1	3	3	1	8
Data collection and analysis		2	3		5
Project management	1	2	3	2	8
Chairing	2	3	3	3	11
Negotiation and contract management	2	3	2	2	9
Policy development	1	3	2	1	7
People					
HR management	1	3	3	3	10
Volunteer management		1	2		3
Developing organisational culture	3	2	2	3	10
Learning and development	2	3	3	2	10
Stakeholder engagement and relationship building	2	3	3	2	10

Staff and members of the management board	CR	DW	GF	GQ	Total
Finance					
Business acumen	2	3	3	1	9
Accountancy	1	3	2	2	8
Financial planning/budgeting	1	3	3	3	10
Financial processing and systems	1	3	3	2	9
Auditing	1	3	2	1	7
Understanding accounts and scrutiny of financial information	1	3	2	1	7
Operations					
Health and safety	3	1	3		7
Facilities/property management	3	2	3	1	9
Regulatory and/or policy issues with regards to the neighborhood of Rancho	3	0	3	2	8
Charity management	3	2	3	2	10
Experience working in NGO	3	1	3	3	10
In-depth experience of the cultural and social sector in which we operate	3	1	3	2	9
Experience of a service user of the foundation	3	0	1	2	6
Lived experience of Rancho's cause or close connection to someone with lived experience	3	0	3	2	8
Networks/connections with relevant stakeholders eg. local government, community etc.	3	3	3	2	11
Digital					
Digital strategy and leadership	0	2	2	3	7
IT systems	0	1	1	3	5
Cyber security	0	1	1	1	3
Service design	0	1	1	2	4
Data management	1	2	2	1	6
Database and/or customer relationship management systems	1	1	2	1	5

Staff and members of the management board	CR	DW	GF	GQ	Total
Marketing					
Branding and brand development	1	2		3	6
Marketing strategy and business development	1	2		2	5
Marketing and communications	2	1	3	2	8
Public relations	3	1	3	2	9
Digital marketing	2	1	2	2	7
Social media	1	1	2	3	7
Campaigning and advocacy	1	1	2	2	6

Fundraising					
Fundraising strategy	2	1	2	3	8
Community fundraising	2	1	2	3	8
Corporate fundraising	1	1	2	1	5
Events fundraising	2	1	3	2	8
Grants fundraising	1	1	2	3	7
Developing commercial/traded income streams	2	3	2	2	9
Other					
Dealing with difficult people & situations	2	3	3	2	10
Dealing with pressure, stress & crisis	2	3	3	2	10



STICHTING
RANCHO

*Conservando historia y
cultura di Rancho*



RE-BUILDING A COMMUNITY AROUND CULTURE
RANCHO, THE HEART OF ORANJESTAD